

T.S.O

NEW ENGLAND
DEACONESS HOSPITAL

ANNUAL REPORT
1942



DEACONESS ROAD
BOSTON, MASSACHUSETTS

NEW ENGLAND
DEACONESS HOSPITAL

ANNUAL REPORT
1942



DEACONESS GENERAL

PALMER MEMORIAL

GEORGE F. BAKER CLINIC

DEACONESS ROAD

BOSTON, MASSACHUSETTS

THE motive behind the growth of the
Deaconess Hospital has been the instinct
and desire to care for those sufferers who
are not able to care for themselves. The
need is greater today than it has ever been.
Why not let skilled workers be the servants
of your good will?

NEW ENGLAND DEACONESS HOSPITAL

FRANCIS W. CAPPER, *Treasurer*
16 Deaconess Road, Boston

Enclosed find \$.....as my contribution
towards relieving the suffering of the poor.

Name.....

Address.....

In Memoriam

MRS. CHARLES SUMNER BIRD
MRS. WALTER G. GARRITT
WILLIAM T. RICH

NOVEMBER 19, 1942
MAY 12, 1942
JULY 6, 1942

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1943

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Vice-Presidents

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CARL S. ELL 360 Huntington Avenue, Boston, Mass.

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FRANCIS W. CAPPER Boston Safe Deposit and Trust Company, Boston, Mass.

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JOHN A. DUNN 19 Garden Street, Wellesley, Mass.

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* In Military Service.

REPORT OF THE TREASURER

BALANCE SHEET, DECEMBER 31, 1942

ASSETS

Current assets:

Cash.....		\$ 143,019.49
Accounts receivable.....	\$ 47,510.99	
Less provision for uncollectible accounts.....	23,635.81	23,875.18
Inventories of supplies.....		60,040.31

Total current assets.....		226,934.98
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Investments:

General:

Securities and savings bank deposits (market value \$487,800.)	\$519,244.88	
Cash awaiting investment.....	30,431.50	549,676.38

Special:

Fannie N. Elliott Fund:

Securities and savings bank deposits (market value \$25,500.).....	25,235.13	
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F. B. and G. A. Webster Annuity Fund:

Securities and savings bank deposits (market value \$8100.).....	10,277.21	
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Fund for study and care of diabetes:

Securities (market value \$4,300.).....	4,712.50	
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Savings bank deposits:

Alice Wheeler Fund.....	8,553.19	
Smith-Hamilton Fund.....	42,600.00	
Annuity reserve.....	21,200.00	72,353.19
		662,254.41

Real estate and equipment:

Land and buildings.....	2,130,008.65	
Equipment and furnishings.....	194,102.70	
Radium.....	134,694.33	2,458,805.68

Insurance prepaid.....		3,564.36
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\$3,351,559.43

REPORT OF THE TREASURER

BALANCE SHEET, DECEMBER 31, 1942

LIABILITIES AND FUNDS

Current liabilities:		
Accounts payable.....	\$	45,690.20
Accrued expenses:		
Interest.....	\$4,768.39	
Other expenses.....	1,760.00	6,528.39
Mortgage payments due in 1943.....		48,101.60
Total current liabilities.....	\$	100,320.19
Mortgage payable (not including \$48,101.60 shown above).....		598,459.95
Restricted income.....		58,356.50
Endowment funds less unapportioned loss on sale of general investments \$20,101.52.....		664,157.04
Training School funds.....		3,037.18
Annuity reserve.....		21,200.00
Building and equipment funds.....		1,623,399.47
Radium fund.....		137,962.94
Reserve for improvements and replacements delayed by war priorities		28,500.00
General Fund.....		116,166.16

\$3,351,559.43

INCOME STATEMENT

YEAR ENDED DECEMBER 31, 1942

Operating income:

Private rooms.....	\$227,708.20	
Semi-private rooms.....	115,691.25	
Public Wards.....	246,808.55	
Board of special nurses.....	19,156.05	
Operating rooms.....	67,047.00	
Solution room.....	10,709.96	
Laboratories.....	72,761.75	
Blood bank.....	9,937.00	
X-ray.....	53,069.25	
Deep therapy.....	16,110.00	
Foot room.....	2,059.64	
Out-patient department.....	4,668.70	
Radium.....	3,175.00	
Dentistry.....	2,033.50	
Public dining room.....	1,395.15	
Training school.....	9,043.90	
Pharmacy.....	106,111.74	
Miscellaneous income.....	2,763.76	
	970,250.40	
Less free treatment.....	62,721.31	\$907,529.09

Operating expenses:

Administration.....	\$ 59,167.05	
Insurance.....	5,729.14	
Heat, light and water.....	58,474.26	
Maintenance and repairs.....	35,125.45	
Extraordinary repairs and equipment.....	15,859.60	
Provision for replacements and improvements delayed by war priorities.....	28,500.00	
War emergency expenditures.....	11,447.00	
Dietary.....	262,244.43	
Laboratories.....	60,072.57	
Nursing.....	97,696.72	
Training school.....	12,365.66	
X-ray.....	37,070.72	
Pharmacy.....	94,800.96	
Medical and surgical supplies.....	17,394.43	
Operating room.....	33,607.05	
Solution room.....	7,562.56	
Laundry and linens.....	32,031.38	
Housekeeping.....	60,132.45	
Record library.....	11,918.86	
Foot room.....	2,074.25	
Dentistry.....	1,505.96	
Out-patient department.....	6,437.13	
Radium.....	3,939.34	
Social service.....	5,116.83	
Blood bank.....	2,565.42	
Miscellaneous.....	2,690.36	965,529.58

Deficit from operations carried forward.....	58,000.49
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REPORT OF THE TREASURER

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Deficit from operations brought forward		\$ 58,000.49
Add other expenses:		
Publicity and appeals	\$ 2,654.21	
Interest expense	30,056.94	
Provision for uncollectible accounts	9,045.23	
Annuities	2,074.94	
Pensions	1,080.00	
Miscellaneous non-operating expenses	3,553.63	48,464.95
		\$106,465.44
Deduct other income:		
Investment income, not including income of Martha		
A. Sargent Fund appropriated for reduction of mort-		
gage payable	19,555.02	
Donations	72,163.71	
Received from Trustees of the Consumptives' Home . . .	7,600.00	
Collection on old accounts less collection costs	2,579.13	
Baker Clinic Maintenance Fund	175.00	
Miscellaneous non-operating income	1,355.92	103,428.78
Deficit for the year		\$ 3,036.66

ANALYSIS OF GENERAL FUND ACCOUNT

Balance January 1, 1942		\$ 84,971.22
Add:		
Income from Martha A. Sargent Fund appropriated for		
reduction of mortgage payable	36,000.00	
Unrestricted legacies and Cochran gift	44,228.16	
		165,199.38
Deduct:		
Transfers to Building Fund representing payments on		
mortgage	\$ 45,996.56	
Deficit for the year as above	3,036.66	49,033.22
Balance December 31, 1942		\$116,166.16

FRANCIS W. CAPPER,
Treasurer.

AUDITOR'S CERTIFICATE

NEW ENGLAND DEACONESS HOSPITAL,
Boston, Massachusetts.

I have examined the balance sheet of New England Deaconess Hospital as at December 31, 1942, the income statement and the analysis of general fund account for the year then ended, have reviewed the system of internal control and the accounting procedures of the hospital and, without making a detailed audit of the transactions, have examined or tested accounting records of the hospital and other supporting evidence, by methods and to the extent deemed appropriate.

It is not the practice of the hospital to make provision for depreciation on buildings and equipment.

In my opinion, the accompanying balance sheet and related income statement and the analysis of general fund account present fairly the position of New England Deaconess Hospital as at December 31, 1942, and the results of its operations for the fiscal year, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

W. WEBSTER McCANN
Certified Public Accountant

BOSTON, MASSACHUSETTS,
January 20, 1943.

ANNUAL REPORT OF THE ADMINISTRATOR

STATISTICS

YEAR ENDED DECEMBER 31, 1942

Patients in house, January 1, 1942.....	267	Average stay of private room patients.....	13.1
Patients admitted, 1942...	7,512	Average stay of ward patients.....	14.2
Total.....	7,779	Operations.....	5,930
Medical.....	2,904	X-Rays:	
Surgical.....	4,608	Diagnostic.....	7,014
Private.....	1,666	Therapy treatments....	4,833
Semi-private.....	1,629	Laboratories:	
Wards.....	4,217	Autopsies.....	102
Patients discharged.....	7,516	Bacteriological examinations.....	2,669
Deaths.....	210	Electrocardiograms....	1,110
Hospital mortality....	2.79%	Surgical examinations..	2,912
Autopsy percentage....	48.6%	Metabolisms.....	1,280
Medical Legal.....	10	Chemical examinations..	148,974
Patients in house,		Other special services:	
December 31, 1942...	263	Dental treatments.....	2,421
Medical.....	76	Consultations.....	3,237
Surgical.....	187	Foot Room service....	6,901
Total number of days		Solutions.....	20,930
service.....	104,586		
Medical days service...	29,340		
Surgical days service...	75,246		
Private room days service	22,262		
Semi-private days service	19,827		
Ward days service.....	62,497		
Full paying days service	53,711		
Part free days service...	48,537		
Full free days service...	2,338		
Average daily census.....	286.5		
Largest number treated in			
one day.....	320		
Smallest number treated in			
one day.....	216		
Average days stay in hospital.....	13.9		

Out-Patient Service, 1942

New Patients.....	645
Old Patients.....	1,908
Total.....	2,553
Total visits.....	6,280
Services rendered:	
Examinations.....	2,393
X-rays.....	1,022
Deep therapy.....	2,862
Radium.....	103
Laboratory.....	86
Minor operations.....	255
Total.....	6,721

In the interest of economy and conservation we are again publishing a brief Annual Report. Full reports of various departments and other matters usually included in the Annual Report are on file in the office and will be furnished to anyone who wishes to see them.

The year has been an exceedingly difficult one. Each month finds us with fewer doctors, nurses and all professional help. The scarcity of necessary foods and materials has become a question of daily anxiety and the problem of adequate non-professional help has often been critical.

MEDICAL CARE

In spite of all our handicaps and difficulties, however, the staff will tell you that patients have received essential care. This, because doctors and nurses and all personnel are working much harder and also because the patients have shown such fine understanding. Many of the luxuries of attention are necessarily lacking, but the real essentials of medical care are being given.

Dr. Lahey in his report, as chief of surgery says: "Never has there been a time and perhaps never will there be a time when tolerance, understanding, kindness and consideration will play a greater part in satisfactory accomplishment than during this period of test and trial for all of us. Not only do I feel that we of the professional side of the hospital owe it an obligation in these times, but likewise the non-professional staff of the hospital. While it may sound sermon-like, it is a good time for everyone connected with the hospital to recall that during the times of easy-going, it has stood well behind us and there now comes a period when it deserves our support and effort even at some sacrifice to ourselves.

"All friends of the hospital will, I am sure, be proud of the number of persons it has supplied to the war effort, in and out of the armed forces. It will also, I am sure, be proud of the fact that in the hospital are being trained men in various branches of the service, both in the Navy and in the Army. Men are being sent from the Navy in Pathology and from the Army in Medicine for tours of duty here, ranging from three to six months. Anesthetists, radiologists, laboratory workers and x-ray technicians are being trained for the Navy and these officers are being returned to the armed forces following these training periods to render better service to the men in the armed forces.

"I am certain that it can be said that in spite of the above difficulties, there has been no lowering of the standard of work done in the hospital and no slighting of patients in the way of attention given to them."

Dr. Warren, our pathologist, who has recently been commissioned a Lt. Commander in the Naval Reserve reports as follows:

"One important development that has been carried out this year is the establishment of a Blood Bank. The Blood Bank serves two purposes: It not only gives an immediate supply of blood for transfusion purposes, particularly important now when transportation is

difficult for blood donors, but it also has enabled us to build up a blood plasma reserve to meet emergencies that may arise in the civilian population. In order to get the most out of our laboratory equipment, which is very difficult to obtain, the Blood Bank has been developed on cooperative lines and serves the New England Baptist, the Robert Breck Brigham, the Massachusetts Women's, the Pondville, and the Corey Hill Hospitals.

"As more and more of the younger men of the Staff have volunteered for service with the Armed Forces, it has been necessary to turn over to the solution room nurses some of the procedures which have previously been handled by the younger medical men. Now, transfusions and the passage of some of the special drainage tubes have been taken over by the solution room personnel.

"Two research projects have been carried on during the year—one aided by the Anna Fuller Fund on the study of the relationship of chronic gastritis to carcinoma of the stomach, and the other on the study of the utilization of radioactive phosphorus in the treatment of leukemia and allied diseases. This latter work has been aided by a grant from the International Cancer Research Foundation.

"The statistical report of the laboratories follows: Autopsies 172; Bacteriological examinations 3,181; Basal metabolisms 1,309; Chemical examinations 149,651; Electrocardiograms 1,122; Surgical examinations 6,202; Total 161,637."

NURSING CARE

The outlook for nursing is not good. The Army has taken many and will take all it can persuade. The best we can hope for in our hospitals is an Administrative Staff of graduates and the student body. We shall have to depend more and more upon Red Cross Aides and volunteers of all kinds. Much could be written about the problems the nursing department has faced this past year. No one can fully understand except those who have lived through it. May I say that Miss Davis and all the nurses, who are left, have done an outstanding piece of work in caring for more patients than last year, with a steadily diminishing and changing staff.

Great help has come through our Red Cross Nurses Aides and volunteer workers have taken from the nurses many of the bothersome burdens on the floors, caring for flowers, trays, etc. While the nursing care will not be as good technically as formerly, I have every reason to believe that the spirit in which all are entering the task, and the fine understanding and cooperation of patients, will carry us through this difficult period and give to all who have assisted a satisfaction far beyond the actual work done. I am sure the Trustees and the members of the Corporation appreciate this

great service, given voluntarily by women, many of whom are sacrificing essential duties in their own homes.

VOLUNTEERS

In October, at the Annual Meeting of the Friends of the Deaconess, an organized voluntary program, with a paid director, was set up. This program, after a rather confused start, is functioning smoothly. We now average approximately 225 volunteers serving in various positions in the hospital each week. Great praise is due Mrs. Grant and the members of the Friends of the Deaconess for helping to get this program started as well as for the marvelous help given the hospital in the making of bandages by these devoted women. The volunteer work is directed by Miss Constance Learned, an enthusiastic Red Cross Aide, whose personality and ability have won her immediate cooperation and support.

SOCIAL SERVICE

The Social Service Department functions with growing usefulness, in the Deaconess as well as the Palmer Out-patient Department. Had we more space we would like to recount many instances of families and individuals whose lives have been rehabilitated, whose faith and courage have been restored, by the work of this department which, though not as spectacular, is just as essential as any department of the hospital—perhaps even more essential, because it deals with the spiritual values which have been impaired and must be healed if the physical body is to function normally again. A new assistant, Mrs. Muriel Oakman, has recently come to us to assist Mrs. Jameson at the Deaconess building. Especial mention should be made of the great assistance given us by the Grey Ladies of the Red Cross.

STATISTICS

The occupancy of the hospital has been even higher this year than last, with long waiting lists and constant refusals. Our need for beds is ever before us. There were 104,586 patient days. This is an occupancy of nearly 94% which is altogether too high for efficiency.

The income for 1942 was higher than 1941 from all sources. Patient income was \$50,000 or 5½% higher, due in part to a raise in rates early in the year. Expense of caring for patients was naturally higher, but only a little more than 3%. This expense was less than we anticipated in our budget because we could not get the necessary help. The nursing expense alone was \$15,000 under its budget estimate. This is all salaries.

IMPROVEMENTS

We have, however, done many needed things, The Nurses Home has been almost wholly redecorated and much new furniture has been added. On the outside of the building the masonry has all been caulked and cleaned and all windows painted. These improvements have been greatly needed.

Just before the summer we finished air conditioning our Deaconess operating suite. This was a great help this summer especially with labor conditions as they were, and greatly appreciated by everyone.

A new lye tank has been installed for removing paint from metal furniture, which is saving us considerable in labor and expense.

The Deaconess building has had the same exterior treatment as Harris Hall. Many rooms have been repainted and redecorated and in addition the corridor of the 3rd floor, the 3rd floor kitchen, the cashier's office and the admitting office have been treated acoustically, to our great satisfaction and comfort. The old bothersome fire escape on the back of the Deaconess building has been removed from the alley, giving us much more room for deliveries.

At the Baker Building we have repainted and redecorated the rooms of one entire floor. At Palmer we have installed acoustical material in all kitchens, nurses' stations and on the 3rd floor corridor. We have spent over \$11,000 on war emergencies. Of the \$11,000, \$4,000 was spent on the blood bank on which Dr. Warren reports elsewhere in this report.

HOSPITAL AND MEDICAL ADVANCEMENT

A word now about hospital and medical advancement during the year. The Blue Cross continues to render a growing service to those needing hospital care. This year the Massachusetts Medical Society has launched a similar plan for payment for surgical services. This will doubtless work out for the good of many. There are wider schemes, for the health of the Nation, in the making. These all have their encouraging side, tending to add the element of security and self respect to man's existence. Worry is one of the great enemies of mankind, especially of the sick. Anything which will relieve the mind of uncertainty is good. The danger that lurks behind all this, however, is that we may destroy the personal relationship which exists between doctor and patient, and also that this whole problem of caring for the sick by taxation may become just another governmental function, destroying that fundamental human instinct of the strong to bear the infirmities of the weak. We get tired of this at times. It undoubtedly has its abuses and injustices, but when we forget that we are "our brother's keeper,"—that we should "love our neighbor as ourselves,"—that we should "do toward others as we

would be done by,"—that day, the light of civilization will begin to go out. Without this spirit all the insurance schemes and taxation plans are like "sounding brass and tinkling cymbal."

It will, therefore, be fatal, ever to do anything which will in any degree lessen the normal desire of good men and good women to help those less fortunate than themselves. The compulsion of government taxation is a hard, heartless thing, which most of us accept grudgingly. The compulsion of love for one's suffering neighbor is a willing and happy service in which the soul of the race is cradled and lives.

In these trying times, when human wisdom is not sufficient unto the day; when strong men in all walks of life find themselves yearning for and putting their trust in a power beyond their accustomed belief, we too find sustaining power in a faith which is the substance of things hoped for, the evidence of things not seen. With the world awry, with all its peoples enslaved in an inhuman and vicious war, we cannot live and work but by faith—faith in ourselves, faith in each other, faith in our work, faith in the justice of our common purposes. Hospitals originated in that triumvirate, Faith, Hope and Charity, and in them we will go on to triumph in a better world.

I want to thank all with whom I work, Trustees, Staff, Heads of Departments and all employees, without whose cooperation, patience and steadfast hope, we could not carry on.

WARREN F. COOK,
Administrator.

MEDICAL AND SURGICAL STAFFS

1943

ADMINISTRATIVE STAFF

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*SHIELDS WARREN, M.D., *Secretary*

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ELLIOTT P. JOSLIN, M.D.

HARVARD H. CRABTREE, M.D.

LELAND S. MCKITTRICK, M.D.

DEACONESS DIVISION

SURGEONS

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HOLLIS L. ALBRIGHT, M.D.

CHARLES C. LUND, M.D.

RICHARD B. CATTELL, M.D.

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